



Earned Value Management Past, Present, and Future

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The Past

- In the past...
 - The ANSI/EIA 748 32 Guidelines allowed for a wealth of expert opinions
 - Contractors rationalized and justified how the “intent” was being met
 - DOE parachuted in with teams and wrote CARs based on their expert opinions
 - We discovered we had no shortage of expert opinions
 - However, most of the experts somehow “interpreted” the requirements differently
 - And...the interpretations seemed to align with what ever our current EVMS conditions happen to have been at the moment
 - Houston...we have a problem!!!



Recognizing we had a problem...

- EVMS implementation, certification, and surveillance was subjective not objective, so...
 - DOE-PM commissions an EVMS survey and partners with EFCOG for distribution and feedback
 - The survey results decisively point to the need for EVMS requirement clarity and specificity with respect to how compliance is tested
 - Based on the survey results DOE-PM begins to draft the Earned Value Management System Interpretation Handbook (EVMSIH), Lines of Inquiry (LOIs), and Companion data tests, based on the EVMS Body of Knowledge
 - EVMS compliance shifts from subjective to data driven objective results



EVMSIH Development

- Since mid-April 2015 DOE-PM and EFCOG have worked to develop, review, comment, and implement the EVMSIH
 - DOE-PM authored the EVMSIH narrative
 - EFCOG distributed, reviewed, and provided DOE-PM consolidated comments
 - DOE-PM/EFCOG jointly adjudicated comments that required discussion
 - This was an iterative process through the EVMSIH “Initial Release”, Version 1.0, and the current Version 2.0
 - DOE-PM/EFCOG jointly performed a review of “live” contractor data to examine the EVMSIH principles and test for functionality



The Present

- DOE-PM and EFCOG Partnership:
 - EVMSIH “Relook” to:
 - Remove Redundancy and requirements without basis
 - Eliminate low to no value requirements or where cost exceeds benefit
 - Peer Reviews
 - LANS Certification Review
 - Consolidated Nuclear Security (CNS) Pilot Program
 - College of Performance Management Joint Sessions
 - National Defense Industrial Association Panel Discussions
 - EVCSA automated data testing
 - March 2017 PM-30 Workshop Panel Discussion



Today

- Current DOE-PM/EFCOG Initiatives:
 - CNS Pilot Program nearing completion
 - LOIs now at 95, Tests down to 271, Automation @ 87%
 - EVCSA Automated tool implementation in-process at various sites
 - EVMSIH 3.0 planned for an “incremental release”
 - Organization May 2017
 - Planning and Budgeting July 2017
 - Analysis Aug 2017
 - Revisions Sep 2017
 - Accounting | Indirect Oct 2017
- New data “flat files” in development (for data extraction)



The Future

- Self-Governance:
 - Contractors will have the:
 - Requirements (EVMSIH)
 - Tests (companion document) and...
 - Tools
 - EVMS compliance is an “open book test”
 - Data driven approach will shift from a data request to a data extraction
 - “Transparency of Data Analysis via Monthly PARS II (Central Data Repository) provides ability for continual surveillance from afar”
 - “Visible to Individual Contractors”
 - Allows contractors to resolve issues before DOE “steps in”



“Long Term Strategy (Future Pay-off)”

- Return on Investment:
 - Stabilizes the EVMS compliance platform
 - A stable compliance platform helps with project planning (CD process)
 - Eliminates costly misinterpretation of EVMS compliance requirements
 - Eliminates need for traditional surveillances (review teams parachute in)
 - Allows DOE-PM to be in all places at once (true oversight)
 - Affords limited resources to focus on issues/areas of concern
 - Normalizes the review process and opens the door to an EVMS data maturity/integrity/confidence score similar to a FICO[®] credit score
 - Provides a path to self-certification



Questions???

